

## Indiana Healthcare Associated Infection Initiative Cultural Change Activities

### Principles of Liberating Structures

Through thrills and spills of transforming change, we try to live by these principles.

Principle	Must Do's	Must NOT do's
<b>1. Practice Deep Respect for People and Local Solutions</b>	Believe that people in a local context <i>doing the work</i> have expertise & inventiveness to solve complex challenges.	Import “best practices” and drive “buy-in.”
<b>2. Include and Unleash Everyone</b>	Invite everyone who touches a challenge to share possible solutions & invent new approaches. Actively reach beyond the usual suspects.	Design an “elegant solution” & then ask others to implement the design after the process is complete.
<b>3. Build Trust As You Go</b>	Cultivate a trusting group climate where speaking the truth is valued. Shared ownership is the goal.	Make decisions about people & their work without including them.
<b>4. Engage In Seriously-Playful Curiosity</b>	Stir things up – with levity, paradoxical questions, and improvisation – to spark a serious exploration of current practices and latent innovations.	Keep it simple by deciding in advance what the solutions should be; ignore how the conversation unfolds.
<b>5. Practice Self-Discovery Within A Group</b>	Draw out rather than compel behavior to the maximum degree. Solutions generated from within a group or unit will fit local conditions and be sustained.	Adopt solutions generated by experts not involved in the work of a unit or group.
<b>6. Amplify Freedom AND Responsibility</b>	Liberate people to try many experiments and rigorously track progress, feeding back results to all parties.	Report results in ways that are not understood by or accessible to frontline staff.
<b>7. Emphasize Possibilities</b>	Focus on what can be accomplished now with the imagination and materials at hand. Taking the next step leads us to the edge of creativity and renewal.	Waiting for all the barriers to come down or ideal conditions to emerge.

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### Appreciative Interviews

#### Part I - Interviews

*The Interviewer asks:*

1. **Think back to a time when you experienced community or team vitality, when *everyone seemed to pull together* to support each other in the face of a big challenge or new opportunity. It may have been a response to difficult problem, developing a new opportunity, launching a new service/product, or an organization-wide crisis. The experience was full of learning for you.**
  - Tell me the story of this vital pulling together...
  - When and where did you have the experience?
  - Was there a single moment that made it powerful for you?
  - Who was involved and what did they contribute?
  - What did you contribute? Did it contribute to or build strength that has been sustained?
  - What was really making it possible... what conditions and assets were in place?

((( (( SWITCH ROLES AND REPEAT QUESTION I ))) ))

***Notes collected by the interviewer:***

A) About the story...

- ...
- ...
- ...

Your catchy title for the story is: \_\_\_\_\_.

B) About the assets & conditions that made the story possible...

- ...
- ...
- ...

## Indiana Healthcare Associated Infection Initiative Cultural Change Activities

### Part II -- Conducting Interviews

Roles & rules for the interviewer:

- **Be genuinely curious (this is the most important)**
- Let the interviewee tell their story; don't give your opinion
- Use the interview questions provided
- Probe with statements like:
  - ❖ What else?
  - ❖ Tell me more?
  - ❖ Why was that important to you?
  - ❖ How did that affect you?
- If needed, probe deeper with statements like:
  - ❖ What was your contribution?
  - ❖ How has it changed you?
  - ❖ What do you think was really making it work?
  - ❖ What made it possible for you to succeed together?
- Listen deeply enough to be able to retell the story to others
- Allow for silence... let the story unfold at the storyteller's pace
- Respect the privacy of the storyteller
- Ask which portions of their story you cannot retell (if any)
- Notice what the *process* is like for you and for others
- Notice what *patterns* are starting to emerge in your conversations
- Ask yourself, "What attributes or structures liberate creative adaptability?" and "Are we investing time and money in the activities we know generate success?"

## Indiana Healthcare Associated Infection Initiative Cultural Change Activities

### Discovery & Action Dialogue

People learn best when they discover things for themselves. Discovery and Action Dialogue unlocks the secrets of how innovative practices and behaviors enable some individuals to find successful solutions to common problems. They do it with access to no special resources and within the same set of constraints.

In your community, unit, or working group,

- a) select a problem that is very important to you; and,
- b) identify what the solution looks like, including key measures of success

Then, convene a meeting on a unit or among group members. Ask these questions without giving ANY answers yourself (see the next page for facilitation tips):

1. How do you know or recognize when \_\_\_\_\_  
[the problem selected is present]?
2. How do YOU contribute effectively to \_\_\_\_\_ [solving the problem]
3. What prevents you from doing this or taking these actions all the time?
4. Is there anyone you know who is able to frequently \_\_\_\_\_ [solve the problem]?  
How?
5. Do you have any ideas?
6. What needs to be done to make it happen? Any volunteers?
7. Who else needs to be involved?

## Indiana Healthcare Associated Infection Initiative Cultural Change Activities

### Core Questions and Their Purpose

How do you know when <u>the problem</u> is present?	~ Affirm the participant's existing knowledge of the problem ~ Provide opportunities to get questions on the table
How do YOU contribute effectively to <u>solving the problem</u> ?	~ Focus on personal practices, NOT on what other people don't do ~ Amplify the participant's knowledge of effective practices
What prevents you from doing this or taking these actions all the time?	~ Identify barriers and constraints to the effective behavior ~ <i>What prevents you?</i> identifies barriers rather than <i>Why don't you?</i> which sounds judgmental
Is there anyone you know who is able to frequently <u>solve the problem</u> ?	~ Establish that getting around barriers is possible ~ Identify the existing-but-uncommon successful strategies
Do you have any ideas?	~ Identify the enablers and supports that make the desired behavior easier or more likely ~ Provide an opportunity for participants to generate and share new ideas for enabling the desired behavior
What needs to be done to make it happen? Any volunteers?	~ Identify action steps, target dates & a feedback loop ~ Invite volunteers for each action step (capture ideas that don't yet have an identified action plan or volunteer in a "parking lot")
Who else needs to be involved?	~ Widen the circle of people involved in discovering solutions, drawing in <i>unusual suspects</i>

### Tips for Discovery & Action Facilitators

#### Do not:

- Answer questions that have not been asked directly to you
- Miss opportunities to "catch butterflies" – record actions to be taken by participants (NOT YOU) as they pop up
- Come away with a to-do list for yourself
- Try to accomplish "everything" in one session
- *Decide about me without me...* invite "them" to join the next dialogue
- Respond positively or negatively to contributions, let the group sift through their own assessments (e.g., ask, "How do others think or feel about this suggestion?")

#### Do:

- "Give" questions back to the group, wait at least 20 seconds for a response (looking at your shoes can help!)
- Encourage quiet people to talk
- Flip cynical assertions by asking, "If I understand you correctly, no one has ever done this successfully or well!"
- Work through all the questions without worrying about the order (the dialogue WILL be non-linear)
- Maintain humility, you "sit at the feet" of people with solutions

## Indiana Healthcare Associated Infection Initiative Cultural Change Activities

### Impromptu Speed Networking

Power of loose connections & initial conditions +  
Small things can make a big difference

How a meeting starts usually sets the stage for the rest of it. When designing a meeting, think of what you can do to generate a lot of energy and fun right from the beginning. If you have a group of people who don't know each other well or don't regularly work together, be wary of traditional approaches (formal "boring" introductions, welcome speeches, PPT presentation). They tend to suck the energy out of the group.

Instead, generate energy by creating an immediate opportunity for people to engage in animated conversations with each other. Invite participants into [Speed Networking](#). This will add spice, warmth, and depth to your gathering.

### Process

First, ask all participants to stand up and move into an open space (if there is one). Milling around tables is OK if there is not an open space.

Tell each person "look for someone you don't know well; go and meet that person! You will have 5 minutes to interview each other, 2.5 minutes each. Here are the two interview questions...." Here are examples of possible questions, pick two:

- What are you curious about?
- What do you hope can happen during this meeting?
- What is the biggest challenge you are work on at the moment?
- What do you hope to get from the meeting?
- What do you hope to contribute to this meeting?

You will do 3 rounds of interviews, 5 minutes each.

After the first 5 minutes ring a bell and ask people to switch partners and answer the same questions together.

### **NOTICE THE BUZZ IN THE ROOM! NOTICE THE BODY LANGUAGE!**

Same thing after the end of round 2, find another partner and answer the same questions together. When the final round is done (you can do more than three!), ask:

- Did anything interesting or surprising happen?
- How did your answers change from one round to the next?
- Did any small thing make a BIG difference for you?
- Has your sense of what can happen for us at this meeting shifted?

Thank the participants and move into the rest of your meeting.

## Indiana Healthcare Associated Infection Initiative Cultural Change Activities

### 1-2-4-Whole Group

Progressive, Rapid Cycle Conversation

The group is smarter than any single person

How can you tap into a group collective intelligence and creativity when it is discussing a complex issue? How can you prevent a conversation dominated by a couple of people? How can you avoid a discussion that goes on, and on, and on?

Try the following sequence of activities. Keep each step quite short. If you don't make enough progress with one round, do additional rounds as needed.

- Self-Reflection (no talking!! ☐): each person takes a brief amount of time (1 minute or two is usually enough) to reflect on the issue or on a key question and write down ideas/thoughts
- Pairs: People share their ideas in pairs and elaborate them further (a few minutes, 5 or so)
- Small Groups: 2 or 3 pairs get together, share their ideas, find the common patterns and generate some recommendations (some 10-15 minutes or so)
- Whole group: The main observations, ideas or recommendations from the small groups are shared. The facilitator goes around asking for one main point (only one!) from each small group (no long full report!!). (5 minutes or so)
- Where are we now? Making sense of the totality of what has emerged from all the small groups, is this good enough or is another round needed? Is a full round needed going through steps 1 to 4 or a partial round such as pairs, small group then whole group? (5 minutes or so, more to summarize if this is the last round).

This process make a few important things happen:

- It gives a voice to everyone present: "other" ideas can be heard
- It creates safe spaces for people to express their views
- It generates many more productive conversations than would happen if the whole group stayed together the whole time
- It generates whole solutions by assembling bits and pieces from each group; in other words, no single person or small group needs to figure it all out.
- It is a simple way to do rapid cycles; they save time and effectively liberate group intelligence.